



# **TASK ORDER**

**47QFCA19F0035**

## **WEB SUPPORT PROGRAM (WSP)**

**in support of:**

### **UNITED STATES SPECIAL OPERATIONS COMMAND (USSOCOM) UNITED STATES COMBATANT COMMANDS (CCMDs)**

**Issued to:**

**General Dynamics Information Technology, Inc. under contract GS00Q14OADU116**

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**The Federal Systems Integration and Management Center (FEDSIM)  
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## **C.1 BACKGROUND**

Regional threats, including hostile nation states, terrorist organizations, and extremists acting alone or in concert with global organizations, and global threats are prolific across the world. Though the threat environment throughout the world remains fairly constant in some regards, it is continually evolving with new threats emerging every day, that are adapting to the use of ever changing technology across multiple spectrums and geographies. The United States (U.S.) military must adapt to defend the homeland, advance its strategic interests, provide global security, and prepare forces for theater. Combating these threats requires the U.S. military to possess significant knowledge of the strategic, operational, and tactical environments in order to permit coordinated and informed U.S. military operations.

The Combatant Commands (CCMDs) have experienced dramatic changes in the security situation in their Areas of Responsibility (AORs) over the past few years. These changes have significant ramifications for U.S. national security interests and those of its coalition partners. As a result, the CCMDs are tasked with assessing the threat and engaging to degrade the adversary's information-related capabilities from both state and non-state actors.

Military Information Support Operations (MISO) are planned operations to convey selected information and indicators to audiences to influence their emotions, motives, and objective reasoning, and ultimately the behavior of governments, organizations, groups, and individuals. With the growth of the Internet, threats and opportunities have expanded against the U.S. For the national security agencies and organizations with the mission to protect Americans and America's allies, MISO has expanded to include Internet-based operations to provide the capacity to analyze, measure, and engage within the Internet's information environments.

With the rise of social media, forums, and various information environments as central locations for people to seek and disseminate information, as well as to join communities of interest, the CCMDs, their components, strategic partners, and interagency partners must understand what is being said by whom, how much authority to bestow upon that individual, and how that information is being propagated through the Internet.

### **C.1.1 PURPOSE**

The purpose of this requirement is to develop and maintain current Department of Defense (DoD) programs to conduct AOR-wide influence capabilities with an emphasis on Internet-based MISO activities. This TO will provide the capability to provide planning support, analytical support, execution support, and assessment support to conduct Internet-based MISO. Additionally, the TO shall provide mission infrastructure and training support.

### **C.1.2 AGENCY MISSION**

#### **C.1.2.1 U.S. SPECIAL OPERATIONS COMMAND(USSOCOM)**

The USSOCOM is responsible for planning for and conducting special operations. It offers direct action in the form of short duration strikes and small-scale offensives, special reconnaissance, unconventional warfare, foreign internal defense, civil affairs operations, counterterrorism, psychological operations, information operations, counter-proliferation of weapons of mass

destruction, security force assistance, counterinsurgency operations, and any specific activities directed by the President or the Secretary of Defense.

USSOCOM synchronizes the planning of Special Operations and provides Special Operations Forces to support persistent, networked, and distributed Global CCMD operations in order to protect and advance our Nation's interests.

**C.1.2.2 U.S. AFRICA COMMAND(USAFRICOM)**

USAFRICOM is responsible for military relations with African nations, the African Union, and African regional security organizations. It protects and defends the interests of the U.S. by strengthening the defense capabilities of African nations and, in cooperation with African governments, conducts military missions that increases security while deterring and defeating a variety of transnational threats.

USAFRICOM, with partners, disrupts and neutralizes transnational threats, protects U.S. personnel and facilities, prevents and mitigates conflict, and builds African partner defense capability and capacity in order to promote regional security, stability, and prosperity.

**C.1.2.3 U.S. CENTRAL COMMAND (USCENTCOM)**

USCENTCOM AOR spans over twenty countries stretching from Northeast Africa across the Middle East to Central and South Asia: Afghanistan, Bahrain, Egypt, Iran, Iraq, Jordan, Kazakhstan, Kuwait, Kyrgyzstan, Lebanon, Oman, Pakistan, Qatar, Saudi Arabia, Syria, Tajikistan, Turkmenistan, United Arab Emirates, Uzbekistan, and Yemen. USCENTCOM's mission is to direct and enable military operations and activities with allies and partners to increase regional security and stability in support of enduring U.S. interests. This is accomplished through a strategic approach of preparing the environment, pursuing opportunities, and prevailing in conflict.

**C.1.2.4 U.S. EUROPEAN COMMAND (USEUCOM)**

USEUCOM works with North Atlantic Treaty Organization (NATO) and other partner nations to address the security and defense needs of nations in Europe and parts of the Middle East and Eurasia. USEUCOM coordinates with these nations to find cooperative solutions in peace and wartime, alike, plan training missions, provide humanitarian assistance, and develop strategies for promoting peace and stability in the region.

USEUCOM's mission is to prepare ready forces, ensure strategic access, deter conflict, enable the NATO Alliance, strengthen partnerships, and counter transnational threats in order to protect and defend the U.S.

**C.1.2.5 U.S. INDO-PACIFIC COMMAND (USINDOPACOM)**

The USINDOPACOM AOR encompasses about half the earth's surface, stretching from the waters off the west coast of the U.S. to the western border of India, and from Antarctica to the North Pole. There are few regions as culturally, socially, economically, and geo-politically diverse as the Asia-Pacific. The 36 nations that comprising the Asia-Pacific region are home to more than 50% of the world's population; 3,000 different languages; several of the world's largest militaries; and five nations allied with the U.S. through mutual defense treaties. Two of

the three largest economies are located in the Asia-Pacific along with ten of the 14th smallest. The AOR includes the most populous nation in the world, the largest democracy, and the largest Muslim-majority nation. More than one third of Asia-Pacific nations are smaller, island nations that include the smallest republic in the world and the smallest nation in Asia.

USINDOPACOM protects and defends, in concert with other U.S. Government agencies, the territory of the U.S., its people, and its interests. With allies and partners, USINDOPACOM is committed to enhancing stability in the Indo-Asia-Pacific region by promoting security cooperation, encouraging peaceful development, responding to contingencies, deterring aggression, and, when necessary, fighting to win.

## **C.2 SCOPE**

The scope of this effort will include activities related to supporting Internet-based MISO to the supported CCMDs and their strategic and operational partners. This support will directly assist the CCMD's long-term, enduring efforts to counter terrorist's ideologies, malign influence from state actors, and the CCMD's impact on regional stability in the supported AORs.

USSOCOM, USAFRICOM, USCENTCOM, USEUCOM, and USINDOPACOM are the initial organizations supported by this TO, but the contractor may be required to support U.S. Northern Command (USNORTHCOM) and U.S. Southern Command (USSOUTHCOM).

Contractor support will be required on- and off-site at various locations of supported AORs. The contractor will be required to travel to locations in the Continental United States (CONUS) and Outside CONUS (OCONUS) locations to support the requirements identified in this TO.

Primary services shall be provided at designated facilities on or nearby MacDill Air Force Base and its partner CCMDs/subordinate commands and components. A contractor-provided facility may be required during this TO to support the Web Support Program (WSP).

## **C.3 OBJECTIVE**

The objective is to reduce, defeat, and deter the activities of the nation's adversaries by providing the CCMDs and partner organizations with Internet-based MISO support that will provide an advantage over the nation's adversaries.

## **C.4 TASKS**

The following tasks in support of this TO are detailed below:

- a. Task 1 – Provide Program Management
- b. Task 2 – Conduct Internet-Based MISO
- c. Task 3 – Provide Mission Infrastructure Support
- d. Task 4 – Provide Training In Support Of Internet-Based MISO
- e. Task 5 – Provide Partner Nation And Multi-National Enabling Efforts

#### **C.4.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT**

The contractor shall provide program management support under this TO. This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the requirements identified in this PWS.

##### **C.4.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACTOR MANPOWER REPORTING**

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this TO via a secure data collection site: the Enterprise Contractor Manpower Reporting Application (ECMRA) The contractor shall completely fill in all required data fields using the following web address:  
<http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the period of performance during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported no later than October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure website without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

##### **C.4.1.2 SUBTASK 2 – COORDINATE A PROGRAM KICK-OFF MEETING**

The contractor shall schedule, coordinate, and host a Program Kick-Off Meeting at the location approved by the Government (Section F, Deliverable 01). The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, representatives from the directorates, other relevant Government personnel, and the FEDSIM COR.

Prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (Section F, Deliverable 02) for review and approval by the FEDSIM COR and the USSOCOM Technical Point of Contacts (TPOC) prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Introduction of Team Members and Personnel:
  - 1. Points of contact (POCs) for all parties.
  - 2. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
  - 3. Overview of the customer organizations.
- b. TO Management:
  - 1. Overview of program task areas.
  - 2. Identified risks and issues and applicable mitigation plans.

3. TOlogistics.
- c. Deliverables
  1. Draft Program Management Plan (PMP) (Section F, Deliverable 03) and discussion including schedule, tasks, etc.
  2. Updated Transition-In Plan (Section F, Deliverable 06) and discussion.

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes in accordance with Section C.4.1.7, Provide Meeting Minutes, documenting the Kick-Off Meeting discussion and capturing any action items.

#### **C.4.1.3 SUBTASK 3 – PREPARE A MONTHLY STATUS REPORT(MSR)**

The contractor shall develop and provide an MSR (Section F, Deliverable 12). The MSR shall include the following:

- a. Summarize the TO management and technical progress to date, by CCMD and by task.
- b. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- c. Personnel gains, losses, and staffing status of Key and non-Key Personnel (security clearance, upcoming leave status, etc.).
- d. Activities during reporting period, by task (include on-going activities, new activities, and activities completed, and progress to date on all above mentioned activities). Each section shall start with a brief description of the task.
  1. Operational Platforms (OP) Assessment – report recommended additions, deletions, and changes to the OP for Government approval, providing a list of recommended OP on which to maintain a presence, list OP that have become significantly less influential or significantly more influential, and include the associated analysis. Provide an assessment of the validity of the OP as a key node within the threat information environment. This will guide and inform the Government on which OP to allocate resources.
  2. OP Depiction – when requested by the Government provide a graphic description of OP. This graphic will show key communicators with associated conversational, thread-to-thread linkages to other OP.
  3. Operating Environment Depiction – provide a graphic description of the operating environment. The graphic will map the operating environment by sentiment across one axis, influence across the second axis, and volume of content across a third axis.
  4. Qualitative/Quantitative (Q/Q) reporting – determinations on online sentiment, sentiment toward the key tenants/influence objectives of the assigned OP, and change in sentiment within the OP across the program.
  5. Measure the effectiveness of relevant activity; measure the relevance and influence of the actors and their networks, and chart nodal relationships and affinities.

## SECTION C – PERFORMANCE WORK STATEMENT

- e. Problems and corrective actions taken. Also include issues or concerns that may affect project deliverables, personnel, and cost resources; include proposed resolutions and mitigation plans to address them.
- f. Contractor Action Items (including those reported since last MSR and other deliverables).
- g. Summary of trips taken, to include traveler's name, trip description, location, and cost or estimate of trip.
- h. Financial status includes, but is not limited to:
  - 1. Cost incurred by CLIN.
  - 2. Actual TO burn through the current month, and projected cost of each CLIN.
  - 3. Chart for each CLIN reflecting funding and burn rate for the month and cumulative, to include obligated funding, invoiced, and forecasted.
  - 4. Cumulative invoiced amounts for each CLIN and labor task totals to-date.
- i. Improvements in contractor processes.
- j. PMP changes.
- k. Training Support Package (TSP) Updates (Section C.4.4).
- l. Emerging technology identification.
- m. Government actions required (deliverables awaiting Government approval, etc.).

### **C.4.1.4 SUBTAKS 4 – CONVENE MONTHLY STATUS MEETINGS**

The contractor shall convene a Monthly Status Meeting with the USSOCOM TPOC, FEDSIM COR, and other Government stakeholders (Section F, Deliverable 11). The purpose of this monthly meeting is to ensure all stakeholders are informed of the monthly activities and the MSR, provide opportunities to identify other activities and establish priorities, and coordinate resolution of identified problems or opportunities. The contractor shall provide meeting minutes on the monthly status meeting in accordance with Section C.4.1.7, Prepare Meeting Minutes.

### **C.4.1.5 SUBTASK 5 – PREPARE A PROGRAM MANAGEMENT PLAN (PMP)**

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (Section F, Deliverable 03) on which the Government will make comments. The final PMP (Section F, Deliverable 04) shall incorporate the Government's comments.

The PMP shall:

- a. Describe the management approach.
- b. Contain the Program Organization, Key Personnel, and Organization Chart.
- c. Include the Program Staffing Plan.
- d. Contain detailed Standard Operating Procedures (SOPs) for all tasks.
- e. Include milestones, tasks, and subtasks required in this TO.
- f. Describe in detail the contractor's approach to risk management under this TO.
- g. Describe in detail the contractor's approach to communications, including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.

- h. Include general operating procedures for:
  - 1. Invoicing
  - 2. Travel
  - 3. Work hours
  - 4. Leave
  - 5. Deliverables
  - 6. Staff training policies
  - 7. Problem/issue resolution procedures

**C.4.1.6 SUBTASK 6 – UPDATE THE PROJECT MANAGEMENT PLAN(PMP)**

The PMP is an evolutionary document that shall be updated annually at a minimum (Section F, Deliverable 05). The contractor shall work from the latest Government-approved version of the PMP.

**C.4.1.7 SUBTASK 7 – PREPARE MEETINGMINUTES**

The contractor shall submit Meeting Minutes (Section F, Deliverable 13), as requested by the USSOCOM TPOC and/or FEDSIM COR, to document results of meetings. The meeting minutes shall include the following information:

- a. Meeting attendees and their contact information – at a minimum, identify organizations represented.
- b. Meeting dates.
- c. Meeting location.
- d. Meeting agenda.
- e. Meeting purpose.
- f. Meeting outcome.
- g. Action items.

**C.4.1.8 SUBTASK 8 – PREPARE TRIP REPORTS**

The Government will identify the need for a Trip Report when the request for travel is submitted (Section F, Deliverable 15). The contractor shall keep a summary/spreadsheet of all long-distance travel including, at a minimum, the name of the employee, location of travel, duration of trip, and POC at travel location. Trip reports shall also contain Government approval authority, total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained. At a minimum, trip reports shall be prepared with the information provided in Section J, Attachment G.

**C.4.1.9 SUBTASK 9 – PREPARE AD HOC PRODUCTS**

The contractor shall develop and prepare Ad Hoc Products (Section F, Deliverable 14) when requested by the FEDSIM COR and USSOCOM TPOC. At a minimum, the Ad Hoc Products shall include the following:



## SECTION C – PERFORMANCE WORK STATEMENT

- a. Daily and Weekly reports to include Situation Reports (SITREPs), summaries, and action updates.
- b. Operational activities:
  - 1. Provide activity report, by project, highlighting the operation platform and threads on which operators are engaging, narrative supported, participants on the thread by sentiment, number of posts on the thread, sentiment of the thread, and description of thread content. Indicate account updates and key operational highlights of significance.
  - 2. Provide websites activity report for CCMDs websites highlighting number of articles posted, particular articles' impact, metrics and Measure of Performance (MOP) or Measure of Effectiveness (MOE) indicators (i.e., reads generated from uses in the respective CCMDs AOR, number or percentage of articles shared, articles and reader comments of significance as well readership, advertising, and social media trends.
  - 3. Provide online engagements activity reports to indicate account updates and key operational highlights of significance.
  - 4. Provide reports of any threats against U.S. persons, property, or partners received or posted to websites, social media pages, or in other related media.
  - 5. Analytical reports shall include web-enabled dashboards, information graphics, and text-based reports. Dashboards shall regenerate regularly at near-real time as new content is ingested, analyzed, and measured.
  - 6. Operational platform (e.g., social media sites and forums) reports to include action notes, slides, updates, and storyboards.
- c. Capturing emerging Tactics, Techniques, and Procedures (TTPs):
  - 1. Document TTPs analysis as teams conduct successful online engagements.
  - 2. Analysis should include, but is not limited to, description of TTPs, category of site on which the TTPs was successful, and information required for TTPs to be repeated.
- d. Methodology:
  - 1. Identify the process, activity, or experience.
  - 2. Identify the problem or success.
  - 3. Describe the impact of the problem or success.
  - 4. Identify potential solution to the problem or success.
  - 5. Collate into an instructional manual detailing the capabilities, authorities, processes, and resources necessary to repeat or export a project should the Government choose to do so.
- e. Mission Infrastructure Reports:
  - 1. Technical usage reports on all hardware and software that support the TO that details all instances of down-time in the software solutions, websites, technical malfunctions, or disruptions in service. Include all measures taken to correct issues; time elapsed between notification and remedy, and steps to ensure malfunction does not occur again.

2. Cyber-attack reports of all suspected and realized cyber-attack attempts against DoD websites supported under this TO or operational platform pages to include detailed impact and mitigation efforts.

#### **C.4.1.10 SUBTASK 10 –TRANSITION-IN**

The contractor shall update the draft Transition-In Plan (Section F, Deliverable 06) provided with its proposal and provide a final Transition-In Plan as required in Section F (Section F, Deliverable 07). The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan No Later Than (NLT) 30 calendar days after award, and all transition activities shall be completed 90 calendar days after approval of final Transition-In Plan (Section F, Deliverable 07).

#### **C.4.1.11 SUBTASK 11 –TRANSITION-OUT**

The contractor shall provide Transition-Out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to an incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a draft Transition-Out Plan within six months of Project Start (PS) (Section F, Deliverable 08). The Government will work with the contractor to finalize the Transition-Out Plan (Section F, Deliverable 09) in accordance with Section E. At a minimum, this Transition-Out Plan shall be reviewed and updated on an annual basis (Section F, Deliverable 10). Additionally, the Transition-Out Plan shall be reviewed and updated quarterly during the final Option Period (Section F, Deliverable 10).

In the Transition-Out Plan, the contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

- a. Project management processes.
- b. POCs.
- c. Location of technical and project management documentation.
- d. Status of ongoing technical initiatives.
- e. Appropriate contractor to contractor coordination to ensure a seamless transition.
- f. Transition of Key Personnel.
- g. Schedules and milestones.
- h. Actions required of the Government.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless Transition-Out.

The contractor shall implement its Transition-Out Plan NLT six months prior to expiration of the TO.

#### **C.4.2 TASK 2 – CONDUCT INTERNET-BASED MISO**

The contractor shall provide the capability, cultural and linguistic expertise, and personnel to conduct Internet-based MISO. The contractor shall provide translation capability in support of

Internet-based MISO, from a planning, support, analytical, execution, and assessment standpoint. Support shall include, at a minimum, languages listed in Section J, Attachment I. The Government will provide hardware and software listed in Section J, Attachment F to support the task.

#### **C.4.2.1 SUBTASK 1 – PLANNING SUPPORT**

The contractor shall support the CCMDs in developing concepts of support to guide and articulate operational requirements to the engagement personnel (operators). The contractor shall support coordination and synchronization of Internet-based MISO effects as directed by the FEDSIM COR and USSOCOM TPOC.

The contractor shall provide planning support products (Section F, Deliverable 16) FEDSIM COR and USSOCOM TPOC. At a minimum, planning support products shall include narratives, Concepts of Support, MISO Programs, Execute Orders, and Operations Orders, etc.

#### **C.4.2.2 SUBTASK 2 – ANALYSIS SUPPORT**

The contractor shall conduct cultural, political, and ethnic monitoring of the online information environment for supported CCMD AORs. The contractor shall identify emerging issues and related trends, provide sentiment analyst of target audiences, and produce daily and weekly products as directed by the FEDSIM COR and USSOCOM TPOC. Additionally, the contractor shall monitor the information environment for MOP and MOE indicators related to ongoing MISO activities.

The contractor shall provide analysis products (Section F, Deliverable 17) FEDSIM COR and USSOCOM TPOC. At a minimum, analysis products shall include, situation reports, periodic status reports as it pertains to ongoing operations, etc.

##### **C.4.2.2.1 MONITOR THE ONLINE ENVIRONMENT**

The contractor shall analyze foreign language environments, providing statistical pattern/trend analysis and qualitative analysis. For analysis of online environments, the contractor shall rapidly assess millions of unique Uniform Resource Locators (URLs) and the content and comments found there. The contractor shall persistently survey the Internet to find relevant social networks and nodal pathways that can be analyzed and measured against CCMDs objectives. The contractor shall focus analytical support efforts in regions and upon online topics/events as directed by the FEDSIM COR and USSOCOM TPOC.

Detailed understanding of topical issues relevant to results of all analysis is essential. The contractor shall provide fluency, verbal and in writing, in CCMD AORs. The contractor shall provide specific knowledge of historical, political, and cultural anthropology as it pertains to a CCMD AOR. The contractor shall provide broad knowledge of the history, political movements, and dissident factions that have shaped the CCMD AORs over time. Tools and techniques to obtain these requirements can be search engines, commercial services, electronic language processors, web crawlers, and subject matter experts as part of the analytical effort. Foreign language environments shall also be monitored in languages native to the CCMD AORs. With regard to social media and other online forums, the contractor shall provide capability to collect

complete threads with full post content and full comments listed along with correct date-time group and accurate author information, no matter the language or geographic location.

#### **C.4.2.2.2 COLLATE/ORGANIZE DATA**

The Government requires the ability to draw scientifically credible analytical conclusions based upon robust qualitative and quantitative analysis programs. The contractor shall perform data collection and analysis planning. The contractor shall provide the capability to parse critical information from the collected metadata; such as authors, dates, post titles, and post body for all posts and comments. The contractor shall provide the capability to distribute work across tens of thousands of conversational threads and associated server resources to conduct fetching, parsing, and reporting. The contractor shall assess, translate (if necessary), and code content using guidelines developed with the CCMDs to support decision-maker Situational Awareness (SA) and communications planning. The contractor shall have the capability to collect, analyze, and measure relevant data with anonymity. The contractor shall analyze, assess, and recommend to the CCMDs strategic response as breaking news stories occur. The contractor shall research, process, and provide analysis on items of CCMD significance.

#### **C.4.2.2.3 PROVIDE PROCESSED/SYNTHESIZED DATA TO CCMDs**

The contractor shall have the capacity to process large amounts of unique data sets in extremely short time periods to provide actionable information to CCMDs. Analysis shall be performed at the conceptual level, identifying the evolution of concepts and taxonomies over time to ensure that the CCMDs maintain superior understanding of the information space surrounding its core information objectives. This statistical analysis will be key to (a) assessing adversary online footprint, (b) key communicator analysis, (c) identifying influential social networks, (d) tracking message propagation, (e) supporting operations planning, (f) assessing and countering adversary propaganda, (g) measuring the effectiveness and sentiment of allied and enemy operations existent within the online space, and (h) as required, engaging proactively to support USG information objectives. The contractor shall present findings in an operational format to identify audiences and selected sites to potentially engage.

The contractor shall develop and implement tools to enhance SA, information visualization, and Knowledge Management (KM). Employing existing technology to map the information environment, the contractor shall identify key nodes within the online environment to identify key communicators for amplification or mitigation. Quantitative outputs shall provide influence metrics for social networks and the individuals within them, mapping of information exchanges between them, and areas of congregation online.

#### **C.4.2.3 SUBTASK 3 – EXECUTION SUPPORT**

The contractor shall provide support in the execution of Internet-based MISO online engagements and websites. At a minimum, execution products shall include multimedia products for use on the Internet. The contractor shall provide execution products (Section F, Deliverable 18) FEDSIM COR and USSOCOM TPOC.

#### **C.4.2.3.1 CONDUCT ONLINE ENGAGEMENTS**

The contractor shall provide the support and structure to conduct online engagements in social media across multiple regions and AORs, and in multiple languages. The contractor shall engage in key forums, blogs, chatrooms, and other online locations outside of social media sites. The contractor shall have native language fluency, social media expertise and fluency, and an understanding of the online environment (e.g., culture, norms, current events, etc.).

#### **C.4.2.3.2 DEVELOP AND OPERATE WEBSITES**

The contractor shall operate existing CCMD websites and develop/operate emerging CCMD websites in accordance with CCMD-provided Concept of Operations (CONOPS). These concepts may require modification during the life of the TO. The contractor shall be required to publish content on CCMD websites and their associated social media pages in the languages specified in the provided CCMD-CONOPS and/or guidance. Website translation shall include reader comments, links to/from other websites, and all related aspects of the websites. The contractor shall employ American Translators Association (ATA) or other internationally recognized translation credentials, or standards.

#### **C.4.2.4 SUBTASK 4 – ASSESSMENT SUPPORT**

The contractor shall provide assessment support to measure the effectiveness of Internet-based MISO. The contractor shall assist the government in the integration of these effects into the broader CCMDs assessment efforts. The contractor shall provide assessment products (Section F, Deliverable 19) as requested by FEDSIM COR and USSOCOM TPOC. At a minimum, non-proprietary assessment products shall include Internet-based MISO Measure of Performance (MOP), Measure of Effectiveness Indicators (MOEI), website MOP, etc.

##### **C.4.2.4.1 MEASURE OF PERFORMANCE (MOP) AND MEASURE OF EFFECTIVENESS (MOE) INDICATORS**

Contractor shall provide MOP data and MOE indicators from all online engagements and websites and the resulting impact across conversation threads in all applicable social media sites and forums. The CCMDs require the contractor to design and implement rigid coding guidelines for MOP/MOE indicators, regular training, and coder review safeguards to ensure the integrity of the contractor's MOE/MOP programs. The MOP/MOE indicator programs shall identify concepts that indicate whether data from social network contains relevant topics while recognizing and measuring relevant matters as they evolve over time. The MOP/MOE indicators shall assess the online social network environment to assess the context within which relevant topics are being discussed in social media. In delivery, thereof, the CCMDs require the support of a technology platform that is extensible, allowing for the addition of concepts and other foreign languages from both manual and automated collection and scoring operations. These outputs shall be available in a convenient, easily accessible reporting environment. The contractor shall measure online sentiment, which shall provide the basis to determine sentiment and changes in sentiment over time on engagement platforms.

**C.4.2.4.2 ONLINE ENGAGEMENTS**

The contractor shall collect, analyze, and report MOP and MOE indicators resulting from all Internet-based MISO activities, to include secondary and other extended effects from the initial engagements/posts themselves.

**C.4.2.4.3 WEBSITE MOP**

The contractor shall produce website performance and results using concrete metrics that include, at a minimum, visitor sessions, visitor session time, unique visitors, page views, downloads, bounce rates, referral sources, subscribers (inclusive of breakdowns by daily, weekly, monthly, as well as, by language); reader comments and feedback; coverage in other local, regional, and international media (both in citations of CCMD websites and actual reprinting of CCMD content); most read features or content; most emailed features or content; survey and polling results; words translated for posting; requests for posting CCMD website links on other local, regional, and international websites; and numbers of local, regional, and international websites linked to each CCMD website. The contractor shall host and collect data from, and assist in developing, online surveys when requested by the FEDSIM COR and USSOCOM TPOC.

**C.4.2.4.4 WEBSITE MOP COLLECTION PLATFORM**

The contractor shall provide an online MOP collection tool, updated at least daily, that allows CCMDs to view and aggregate MOP across all Internet-based MISO platforms. Data shall be indexed by social media site, website, language, objective, theme, date, region/country, and CCMD.

**C.4.3 TASK 3 – PROVIDE MISSION INFRASTRUCTURE SUPPORT TO INTERNET-BASED MISO**

The mission infrastructure support shall include, at a minimum:

- a. Maintenance support – the contractor shall maintain and customize existing Government-owned hardware (Section J, Attachment F) and Government-developed software that support the WSP.
- b. Software Development Support – the contractor shall provide software development support to software supporting Internet-based MISO. The contractor shall maintain and/or develop a data architecture that provides a repository of existing data (queries of contemporary conversation to ensure operators are capturing all pertinent conversations, contemporary vernacular, and popular terms of reference) as well as alignment of both current and historical data feeds/repositories that is intraoperative with all Government-owned hardware (Section J, Attachment F) and analyst tools. The Government will provide classified software lists after TOA. Programming languages support may include, at a minimum C#, Python, Java, and C++.
- c. Information Technology Support – the contractor shall provide on-call analytical, technical, and consulting to support Internet-based MISO (e.g., mobile applications, websites, social media platforms, etc.) on a 24/7 basis. Contractor shall respond within a one-hour during prime hours (prime hours will be determined by each CCMD) and

within three-hour response time outside prime hours.

- d. Provide recommendations on emergent technologies that will allow CCMDs to compete in the information environment. Provide technical expertise to the government in the implementations of potential solutions that will allow CCMDs to compete in the same information environment as adversaries.

#### **C.4.4 TASK 4 – TRAINING IN SUPPORT OF INTERNET-BASED MISO**

The contractor shall provide a framework, Training Support Package (TSP) (Section F, Deliverable 20), for managing operator training with particular focus on the related fields of MISO, influence activities, and social media. The contractor shall convene TSP reviews (Section F, Deliverable 21) a minimum of twice yearly in conjunction with the Government. The objective of the TSPs is to assess the current training curriculum in each organization in scope of this TO, as well as documentation across the TO and its effectiveness based on After Action Reviews (AARs), lessons learned, etc. The contractor shall stay informed of the current status of doctrine; as, significant changes to the TSP may occur if there is a change to doctrine, authorities, and policy. Should changes to doctrine occur, the contractor shall identify updates or changes to the TSP (Section F, Deliverable 22).

#### **C.4.5 TASK 5 – PARTNER NATION AND MULTI-NATIONAL ENABLING EFFORTS**

The contractor shall assist the CCMDs in developing allies' and partners' complementary capabilities to make the collective Internet-based MISO effort more effective. As directed by the FEDSIM COR and USSOCOM TPOC, the contractor shall provide training, advice and assistance, and technical expertise to allies and partners with varying levels of skill and/or knowledge. The contractor shall participate in and provide support to bilateral and multinational training exercises. The contractor shall take into consideration priorities, lines of efforts, and other variables identified in the CCMDs Theater Security Strategy, Theater Campaign Plans, Country Security Cooperation Plans, and any other relevant strategic planning documents. The contractor shall provide this support on Government facilities, off-site, and in overseas locations.